

**Board of Directors
Champaign County Nursing Home (CCNH) –Minutes
Urbana, Illinois
August 10, 2015**

Directors Present: Emanuel, Anderson, Banks, Cowart, Lynn

Directors Absent/Excused: Hodson, Palinkas

Also Present: Busey, Gima, Noffke, Nolan

1. Call to Order

The meeting was called to order at 6:00 p.m. by Chair Emanuel.

2. Roll Call

Nolan called the roll of Directors. A quorum was established.

3. Approval of Agenda

Agenda was approved as distributed (motion by Anderson, second by Cowart, unanimous).

4. Approval of Minutes

The open session minutes of July 13, 2015 were approved as submitted (motion by Anderson, second by Lynn, unanimous).

5. Public Participation

Kay Rhodes read a personal statement to the board concerning continuity of care and staffing issues at the nursing home. She noted that continuity of care and staffing issues are the result of nurses and staff members providing care to patients in units with which they are unfamiliar. Ms. Rhodes furthermore commented that moving Unit 4 residents into the general population was conducted without the consultation of family members across all units and noted that a better plan should have been in place before the most fragile population at the nursing home was moved. Additionally, Ms. Rhodes noted that resident focused care should be the board's top priority.

Mary Schultz commented that the nursing home should remain a public resource and is willing to pay higher taxes in order for the home to remain a public institution. She noted that many residents would no longer have a home if the nursing home closed. Ms. Schultz additionally commented on continuity of care and staffing issues at the nursing home. She noted that paying outside agencies to staff and operate the nursing home is impacting the quality of care residents are receiving.

Rachel Swartz did not support the tax increase in regards to the ballot question options for the nursing home. She noted that tax increases have been proposed in the past and that the county provided subsidies to the nursing home to the magnitude for several million dollars prior to the nursing home being operated by a private agency. Ms. Swartz recommended a financial analysis be conducted in order to justify a tax increase and to provide more information in regards to where extra revenue will be beneficial to the nursing home.

Josh Hartke did not support the tax increase in regards to the ballot question options for the nursing home. He recommended that the board focus their efforts in collecting outstanding invoices and interest on back payments that the nursing home has yet to receive. He supported paying nursing

home employees more competitively in order to improve the staff retention rate, and additionally recommended that a financial analysis be conducted in order to justify a tax increase.

Richard noted that he is a current nursing home resident and commented that nursing home staff is excellent. He noted that the CNA's disciplinary code is often a reason why CNA's leave to find work elsewhere.

Pattsi Petrie recommended that the nursing home board consider running a 5 year financial projection that includes a best case scenario, a worst case scenario and a scenario somewhere in between in order to determine how the nursing home will be able to operate in the future. She noted that this financial projection is covered in the nursing home's contract with the management company.

Douglas Goodwine commented on mismanagement and continuity of care issues at the nursing home. He noted that his mother was left in her room without dinner when he last visited and that the aviary in Unit 4 was neglected.

David Laker did not support the move of Unit 4 residents into the general population. He noted that his wife has also been left in her room without dinner. Mr. Laker noted that small problems between residents and staff members turn into larger problems with staff members are moved across units and provide care to patients in units with which they are unfamiliar.

6. Communications

Ms. Emanuel asked if minutes for the previous Family Council meeting were available. Ms. Busey noted that Ms. Hodson attended the previous meeting but was unable to attend the current board meeting. Mr. Banks asked if any staff members attended the meeting. Ms. Noffke noted that additional family members were in attendance; however, no staff members were present. Mr. Banks asked if Ms. Noffke could provide an update since she was in attendance. Ms. Noffke noted that family members discussed the transition from Unit 4 into the other units and expanding resident activities on each unit.

Ms. Busey noted that Mr. Palinkas sent a communication to the board stating that he was unable to attend the meeting.

7. Action Plan Update

Mr. Gima noted that updated data in regards to current open positions will be provided to board members at the next meeting.

Mr. Gima reported that the turnover rate has increased while the retention rate has decreased due to a combination of issues including staff attendance for shifts and in-services, staff communication and work conditions within the facility. Mr. Gima and his staff continue to actively recruit CNA's in order to reduce agency staff usage, and a weekend shift for staff members is being negotiated with AFSCME.

Mr. Anderson asked for clarification in regards to the retention rate metric. Mr. Gima explained it is the number of employees who have worked at the facility for one year or longer. Mr. Anderson asked for clarification in regards to the turnover rate metric. Mr. Gima explained it is the number of employees who have left in the last 12 months.

Mr. Anderson asked why staff members continue to be absent from their designated shifts. Ms. Noffke noted that under the current AFSCME contract, employees call in and report their absence to an answering machine and are not required to give a reason for their absence.

Mr. Anderson asked how many employees call in on pay day and do not report to their shifts. Ms. Noffke noted that within a 24 hour period on pay day, 5 to 6 employees will call in and not report to their shift. Mr. Lynn asked if there are trends specific to individual employees in regards to absences. Ms. Noffke noted that cyclical trends can be identified with individuals and groups of individuals. Mr. Lynn noted that speaking to employees directly about their trends in absence can provide incentive for employees to correct their absence problems.

Mr. Banks asked if calling into an answering machine to report employee absence is a union negotiated process. Ms. Noffke confirmed. Mr. Banks asked if speaking directly to a supervisor can be an added requirement. Ms. Busey noted that the contract can be renegotiated.

Mr. Lynn asked if a program is in place for employees to have shifts covered when they are unable to make it to their shift. Ms. Noffke noted that a shift trading policy is in place; however, it is not often utilized by employees who wish to not show up to a shift.

Ms. Cowart asked how many employees are assigned to each shift. Mr. Gima noted that 225 full time employees are on staff but did not have specific data for each shift.

Mr. Anderson asked if staff members are allowed to trade shifts across units. Ms. Noffke confirmed.

Ms. Noffke reported that she has implemented a Preceptor Training Program that allows participants to review their department's orientation program and information in order to provide suggestions and improvements. Five employees were chosen for participation in the six hour training program. Topics covered included preceptor roles and responsibilities, how adults learn, time management and applications for preceptorships, helping preceptees overcome "reality shock," orientation and competency assessment, providing effective feedback, evaluating preceptees, and becoming a mentor. The group has met twice and will meet again in 2 weeks. Ms. Emanuel noted that the Preceptor Training Program was developed and put in place in order to address the turnover and retention rates in regards to the orientation process.

Mr. Gima reported that the HR Director position is still open, and staff education is ongoing.

Mr. Gima noted that the nursing home's quality measure rating fell from a 5 to a 4, and the overall rating fell from a 2 to a 1. The nursing home's quality measure scores did not change; however, the CMS cut off points for rating changed and the nursing home was just below the new point cut off for a 5 star quality measure rating. The nursing home is still in the window for the annual survey.

Mr. Gima noted that satisfaction scores are completed by 1 resident per month that is typically discharged and additional surveys will be added to receive better data. Ms. Emanuel asked for clarification. Mr. Gima noted that 15 surveys are distributed each month and that number will be increased to 20 surveys in order to survey 5 discharged patients per month.

Mr. Gima reported that there is no interest from area pulmonologists in order to establish a pulmonary clinic. PEL-VIP, the nursing home's respiratory services provider, has established a disease management program that addresses pulmonary related re-hospitalizations.

Mr. Gima noted that a conference call is scheduled with Healthcare Services Group in order to discuss issues with food service and food quality. He will report back at the next meeting.

Mr. Gima reported that HealthPRO has hired a new therapy program manager who will be introduced to the board at future meeting. The outpatient therapy equipment has been installed and is awaiting inspection by IDPH. Marketing efforts will be discussed with the new therapy program manager.

8. Management Report

a. Monthly Financial/Management Report

Mr. Gima reported June's month ending cash balance was \$300,335. Accounts receivable fell from \$5.437 million in May to \$5.057 million in June. The \$380,192 decrease is a reflection of a tax anticipation note payment that was made in June, totaling \$375,803. Accounts payable fell from \$2.106 million in May to \$1.719 million in June.

Mr. Gima reported there are 48 open Medicaid applications with new applications still being submitted. The cash balance at the end of July totals \$545,921, which is the largest month ending cash balance so far this year. June Medicaid services were paid at the end of July. Molina is current with their payments and Health Alliance continues to have open claims from December 2014 with isolated claims going back to July 2014.

Mr. Anderson asked if Mr. Gima anticipated receiving full payments for all old claims. Mr. Gima noted that he does not anticipate full payments and explained that once claims are denied and a second application is submitted, the new application only goes back 90 days. If a resident was not informed that their application was denied from last year, the nursing home may lose out on 9 months of payment.

Mr. Anderson asked how many unpaid claims the nursing home will have to write off as bad debt. Mr. Gima noted that he can provide an expected impact at next month's meeting.

b. Medicare Unit

Mr. Gima noted that he hopes to have a partial opening within the next week with a full opening coming within 2 to 3 weeks.

c. State Budget/Revenue Anticipation Notes

Mr. Gima noted that Medicaid payments will continue from the state even though a budget is still not set in place. Revenue Anticipation Notes will not be needed if payments from the state continue.

9. Discussion Regarding Ballot Question Options for Champaign County Nursing Home

Ms. Busey noted that a tax levy by Champaign County for the purpose of maintaining the nursing home can be placed on the next general election ballot if the County Board, by Resolution and majority vote, directs the election authority to do so.

Additionally, the County Board, by Resolution and majority vote, can direct the election authority to place a question concerning the sale, lease or disposal of the nursing home on the next general election ballot. Sale or lease of the nursing home is contingent upon a successful referendum vote, and the subsequent approval of the County Board by 2/3 majority vote. Subsequent to both of these approvals and the identification of a firm to whom the facility would be leased or sold, the County and the identified business would have to complete an Application for Exemption/Change of Ownership for an Existing Health Care Facility (COE Application) which must be filed with the Illinois

Health Facilities Planning Board, and subsequently approved by them. The language for this ballot question is not specifically spelled out in the statutes, so there may be room for some editing of how this question is posed.

Ms. Emanuel asked the board what input should be gathered and what assessments should be considered before a recommendation is made. Mr. Anderson noted that financial clarification in regards to the nursing home's operations is needed and future planning and savings are necessary to continue operations. Ms. Busey noted a long-term financial plan should include funded depreciation. Mr. Gima noted that funded depreciation would be possible if Medicaid admittance was reduced and Medicare and private pay admittance was increased.

Ms. Cowart commented that she does not support the sale or lease of the nursing home and views many problems at the nursing home as the management company's responsibility. She recommended retraining the management, finding new management or having the County manage the nursing home.

Mr. Lynn recommended that County Board members reach out to former nursing home employees to discuss management issues and how management could improve at retaining employees in the future. He explained that a survey sent to former employees can provide ample information to the board. Additionally, he noted that the chain of communication at the nursing home needs to be corrected.

Ms. Cowart asked if a one year projection can be provided. Ms. Busey noted that a one year projection is included in the annual budget. Ms. Cowart asked how long a 5 year projection would take to complete. Mr. Gima noted that he will need direction on which scenarios the board would like him to complete. Ms. Busey noted that Mr. Gima should be able to provide the board with the best assumptions upon which to build a plan. Ms. Emanuel asked how long a 5 year projection would take to complete once all assumptions are agreed upon. Mr. Gima noted it would possible within a month's time. Ms. Emanuel noted a timeline and outline should be provided at the next meeting.

10. Other Business

Mr. Anderson asked if companion animals can be utilized at the nursing home. Ms. Noffke noted that many families bring animals to the nursing home already. Mr. Anderson asked if an option for pet therapy services can be explored. Ms. Emanuel asked Mr. Gima to provide more information to the board at next month's meeting in regards to pet therapy services.

Mr. Lynn asked what happened to the aviary that was mentioned during public comment. Ms. Noffke explained there was a problem with the company that maintained the aviary.

11. Next Meeting Date & Time

The next meeting date and time for the Nursing Home Board of Directors is Monday, September 14, 2015 at 6:00 p.m.

12. Adjournment

Chair Emanuel declared the meeting adjourned at 7:56 p.m. (motion by Anderson, second by Banks, unanimous)

Respectfully submitted:
Brian Nolan
Recording Secretary